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United States Senate

SELECT COMMITTEE ON INTELLIGENCE

(PURSUANT TO S. RES. 400, 84TH CONGRESS)

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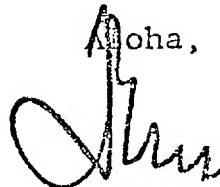
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Admiral Stansfield Turner
Director
Central Intelligence Agency
Washington, D.C. 20505

Dear Admiral Turner:

We were pleased by your willingness to answer written questions for the record on the subject of your reductions in the Directorate for Operations, as expressed at your December 6, 1977, appearance before the Committee. We look forward to your answers to the attached questions.

Aloha,



Daniel K. Inouye
Chairman

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QUESTIONS FOR THE RECORD ON THE DDO PERSONNEL REDUCTIONS

OBJECTIVES OF THE REDUCTION

1. Several possible reasons have been suggested for your reduction in the Directorate of Operations: that the Directorate had too many covert action or paramilitary personnel; that the proportion of Headquarters personnel to field officers was too great; that improved technical collection had reduced the need for human sources; and that there was a need to thin out the senior ranks so as to afford younger officers greater promotion opportunities.

Precisely what was your own reasoning in accepting previous recommendations that the DDO be trimmed?

2. What weaknesses do you see in the Directorate of Operations"? What changes would you like to see instituted in that Directorate in order to improve performance? Will these changes have any effect upon the personnel needs of the Directorate?

3.

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Will this plan affect the personnel needs of the Operations Directorate?

4. The Committee is interested in your evaluation of the contribution you expect the DDO to make to U.S. intelligence. How has this changed in recent years and how do you expect it to change over the next decade?

REDUCTION CRITERIA AND PROCEDURES

1. How, and by whom, were the standards and procedures for the recent reductions established?
2. A number of public reports have referred to "legal considerations" that prompted the wording of your dismissal memorandum. What were those legal considerations?
3. Were there any instances where personnel who were released did not fall into the bottom five percent of the evaluative criteria? If so, how many and for what reasons?
4. What truth is there to the allegation that one senior officer, called back from a foreign post to serve on the supergrade selection board for the reduction, later was selected out by his colleagues on that board?

5. How many of the reduction decisions were personally reviewed by the Director?
6. Please provide the Committee with the names and positions of all supergrade personnel released under the recent reduction.
7. Please provide the Committee with the names and positions of all released personnel who had previously testified before or briefed members of this Committee or its staff.
8. Do you intend to use the same standards and procedures in the later rounds of reduction, or will there be some changes?
9. Will persons dismissed in the later stages of this reduction in force, who are within two years of attaining retirement eligibility at the time that they are dismissed, be allowed to remain on duty until they reach retirement eligibility?
10. What objections, if any, would you have if this Committee wrote into the CIA's charter a provision stating that when the Director of the CIA used his special authority to terminate personnel for reasons other than security, such

decisions could be appealed to an employee appeal board under the Intelligence Community Staff?

EFFECTS OF THE REDUCTION

1. You indicated on December 6th that five of the released DDO personnel had been taken on by other elements of the Agency. How many others do you expect will be taken on in this manner? How many of the ☐ additional persons whom you plan to release over the next two years do you expect will be hired by other parts of the CIA? 25X1
2. Are any of the reductions in the Operations Directorate being accomplished by transferring an office or a function to another Directorate?
3. Please provide the Committee with a list of those DDO positions that are being abolished and a list of those positions that are being downgraded.
4. Please report to this Committee on a quarterly basis which positions rated GS-15 or above vacated by the reduction have been filled, and in what ways the new appointees differ from the persons they replaced.

5. In light of past and current reductions in force, with what confidence can clandestine service personnel engage in long-term career planning? What effect will the risk of early termination after many years of service have upon Agency efforts to recruit and retain professional-caliber officers or paraprofessionals?

6. Have there been any resignations or retirements by Directorate of Operations personnel who were not affected by the recent reduction but who may have been upset by the manner in which it was conducted?

7. Based on normal attrition rates, how many of the new persons to be hired by the Agency in FY 1978 do you expect will still be employed by the Agency two years later? How many will still be employed four years later? For the years 1974-1976, what proportion of employee attrition (other than through death or disability) fell into the following categories:

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(a) Mandatory age retirements

(b) Early retirement, age 55-59

(c) Early retirement, age 50-54

(d) Persons not eligible for retirement.

8. In 1977, what proportion of employee attrition and pending retirements (other than those required under your reduction in force) fell into the various categories listed in Question #21?

EFFECTS UPON THE COUNTERINTELLIGENCE FUNCTION

1. How many counterintelligence personnel, including super-grades, were included in last month's reduction? How many of these were from the Research and Analysis Group? Do you intend to release more counterintelligence personnel over the next two years?
2. A paper sent to the Select Committee by the Intelligence Community Staff on November 7, 1977, entitled "Response to SSCT Questions Concerning Counterintelligence," indicates that U.S. counterintelligence strength has declined over the past 15 years, despite the increasing numbers of Soviet intelligence personnel engaged in activities directed at U.S. targets. In view of this, what consideration has been given to increasing the number of officers devoted to counterintelligence operations?

FUTURE OBJECTIVES

1. Will the vacancies which are to be filled in the Directorate of Operations be filled from the ranks of veteran CIA personnel? What promotion criteria will you use? Can you assure this Committee that each person who is promoted into these vacancies will be more qualified than the person who was released?
2. Do you plan to institute any reductions in CIA personnel outside the Directorate of Operations?
3. Do you see a need for any reductions in intelligence community personnel outside the CIA?

PERSONNEL AND CAREER DEVELOPMENT PRACTICES

1. What efforts is the Agency making to deal with the possibility that Operations Directorate personnel affected by the recent reductions or by subsequent reductions will become so disaffected as to "go public" with their grievances or to misuse the clandestine skills which they have acquired in the Agency?
2. Do you think it necessary, if the Directorate of Operations is to have an up-or-out personnel system, for the Agency

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